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The Judge Advocate mission
&
“The war for public opinion”

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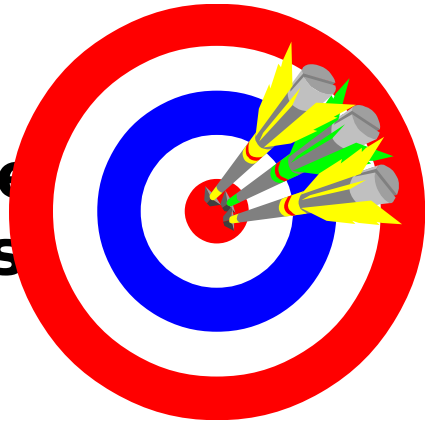
Lesson Objectives: Comprehend…..

- **how public information is a key dimension of modern warfare & national power**
- **contingency planning responsibilities & missions for public affairs operations**



- **key dimensions of PA-JA wartime teamwork**
- **the planning process and skills required for successful media interviews**

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Global Information Environment

- technology & competition have changed the world!
- … also changed the way the world fights wars
- … and the way the media reports them

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Media capabilities and impact in a global information environment

- **Media are virtually everywhere - have technology to broadcast in real-time**
- **Media will find people to talk to them -- if they don’t get info from us, they’ll get it from a less knowledgeable source, or from the enemy**
- **Can’t easily hide major troop movements**
- **Appearance of withholding or manipulating information can impair mission**
- **Media attention and questions on an issue bring enormous pressure on political decision makers to act quickly …**

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"The CNN Effect"

- ***"The speed of communications & commercial pressures to be first with a news story brings a sense of immediacy to journalism today. In essence, the CNN effect occurs when media attention and questions on an issue bring enormous pressure on political decision makers to act quickly without full knowledge of the situation."***

  William J. Perry
  Former SECDEF

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A lot at stake….

- **Commitment of friendly forces & their families:**
- **National support:**
  - **national will**
  - **funding**
  - **recruiting**
- **Enemy decision making:**
  - **Perception of allied commitment**
  - **Perception of US & allied capabilities**
  - **Whether to sue for peace or take hostile action**

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Public Information: key dimension of modern warfare

- **National will, or public support for the operation is a strategic center of gravity -- crucial to success**
  - **information is crucial to the formulation of national will**
  - **PA operations tell the military side of the story**
- **Enemy may be influenced by public affairs operations**
- **Enemy <u>WILL</u> attempt to sway US & allied public opinion**
- **PA operations neutralizes these threats by:**
  - **1. Analyzing information about the media environment**
  - **2. providing timely & accurate info to troops & the public**
  - **3. Anticipating & countering enemy propaganda**

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Informational flexible deterrent opti

Give national leaders and combatant commanders options other than "bombs on target"

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Informational FDOs -- really nothing new

"attaining one hundred victories in one hundred battles is not the pinnacle of excellence. Subjugating the enemy's army without fighting is the true pinnacle of excellence."

-- Sun Tzu, 4th Century B.C.

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Informational FDOs

- **PA ops can be key to "driving a crisis back to peace" - MGen. Ron Keys, EUCOM J-3**
  - **information most influential when applied in coordination with other instruments of power (military, economic and diplomatic)**
  - **heightening public awareness and gaining and maintaining their support (US and allies)**
  - **clearly communicating national (and coalition) resolve, commitment, policies, aims and objectives**

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OCI: Virtual force projection

- **Combine military ops with public information to project power and affect behavior**

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Virtual force projection

- **Visible activity & readiness**
- **Visible, clearly communicated resolve & enthusiasm**
- **Images of professional, capable personnel and modern, decisive weapons**
- **Unmistakable messages & images**

- **EXAMPLES: Haiti; Iraq**

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DCI: Anticipate & counter enemy propaganda

- **Assess friendly vulnerabilities & review enemy propaganda tactics of the past & present capabilities**
- **Pursue public information strategy that minimizes vulnerability**
- **Develop plans & capabilities for responding to possible enemy propaganda initiatives**
- **Example: Operation ALLIED FORCE**

II. Planning & conducting public affairs operation

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- National-level strategy -- DOS & DoD are key players
  - DoD and JCS-level planning: deliberate & crisis
- Theatre-level planning and guidance

Combatant commanders' responsibilities (Joint Pub 3-61)

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- **Develop detailed PA annexes to O-Plans (deliberate plans)**
  - ***"Special attention to priority air and ground transportation… PA resources should be <u>in place prior to</u> beginning of operations. Deployment plans should assign a <u>high priority for the movement of PA assets</u>. Communications assets must be provided for the deploying PA officer, as well as for use by the media if required."***
  - **"Support news media representatives and military journalists from the earliest *<u>predeployment</u>* stages of any operation."**
  - **"Develop (with the Joint Task Force) Public Affairs Guidance for approval (and release) by the Assistant Secretary of Defense for Public Affairs"**
  - **"Establish and operate Joint Information Bureaus (JIBs)"**
    - **Essentially press centers**

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PA Guidance Messages

- Originate from OASD/PA, Unified PA, or SAF/PA
- Addressees: Commanders and PAOs -- usually DoD wide
- Define PA “posture”
- Define key messages/ther
- Questions & answers (Q&
- Coordinating guidance

PAG: Operation NORTHRERN WATCH
UNCLASS; DTG: 3 Mar 99

3. KEY ELEMENTS OF CURRENT PUBLIC AFFAIRS POLICY DISSEMINATED BY OASD-PA:

A. THE PUBLIC AFFAIRS APPROACH FOR ISSUES REGARDING ENFORCEMENT OF THE NO-FLY ZONES IN IRAQ IS PASSIVE. WE RESPOND TO QUERIES. EUCOM AND CENTCOM PROVIDE ROUTINE, LOW-KEY PRESS RELEASES FOLLOWING AIR ACTIVITY IN THE NO-FLY ZONES.

B. ASD (PA) IS RELEASE AUTHORITY FOR GUN CAMERA FOOTAGE AND BDA. WE HAVE NOT RELEASED ANY GUN CAMERA FOOTAGE FOR THE LAST SEVERAL WEEKS AND DO NOT NOW INTEND TO DO SO.

C. AS A MATTER OF LONG-STANDING POLICY, WE DO NOT DISCUSS DETAILS OF ROE.

D. WITH COMMAND APPROVAL, AIRCREW MEMBERS MAY SPEAK WITH MEDIA. FOR OPERATIONS SECURITY REASONS, DO NOT DISCUSS SPECIFICS OF MISSION PROFILES, TARGET SELECTION, OR ORDNANCE SELECTION.

4. COMMANDERS AND OTHERS WHO SPEAK WITH NEWS MEDIA SHOULD REVIEW THE FOLLOWING POINTS THAT SUMMARIZE

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Joint/Combined Information Bureaus (JIBs/CIBs)

- **Draft & coordinate on combatant command PA Plans/Annexes & PA Guidance messages (PAG)**
- **Coordinate PA operations with the host nation embassy team (US liaisons to host nation government)**
- **Plan & execute public affairs operations in theater**
  - **Anticipate opportunities & vulnerabilities & take action to exploit or resolve them**
  - **Stay ahead of ops through teamwork, research & coordination**
- **Support information needs of news media members**
- **Serve internal communication needs of commanders, members & families**

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Supporting units

- **Build wing plans and PA annexes to meet requirements of higher headquarters plans**
- **Train and equip PA personnel and other warfighters to support PA operations**
  - **realistic, robust exercises and wargames**
  - **properly equipped to meet the mission**
- **Non-PA personnel provide resources & support to public affairs operations IAW Joint Doctrine**
  - **Airlift, computers, communication (UNCLASS and CLASS), office space, land transportation, access to operational strategies, plans and information, <u>LEGAL COUNSEL</u>**

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III. Crucial areas for PA-JA wartime teamwork

- **Legitimacy:**
  - **Need everyone to understand legal grounds for operation**
- **Restraint:**
  - **Targeting and LOAC: Enemy atrocity claims & media scrutiny can get very complex**
  - **PA, CC & spokespeople must be experts**
  - **“Legal” does not equal “advisable” -- beware overstepping responsibilities**
- **POW status & LOAC**
  - **Easy to anticipate scenarios -- everyone must be ready at all levels**
- **Crossflow info & insight -- similar perspectives as staff specialists: take care of each other**

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Emerging legal issues in modern warfare

- **Legality of information attacks & proportionality of responses**
- **Legality of withholding information on past operations -- expect more FOIAs**
- **Media access to the battlefield:**
  - **media owned/leased UAVs?**
  - **commercially purchased satellite images?**
- **Airmen & privates as policy makers**
  - **media want the perspective of individual members on the front lines and today's young warriors want to provide it**
  - **expect them to use technology to get it**
  - **we <u>MUST</u> ensure they understand their mission & its context**

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IV. Tactical execution: the media interview

- **Lawyers always viewed as very official spokespeople for any organization**
- **Ideal spokespeople on a wide range of topics**
  - **Host nation relations, legal authority for operations, military discipline, LOAC, targeting, POW status, etc.**
- **Develop media interview skills**
- **Practice and apply them at every opportunity**

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Interview Planning

- **Research your mission (the interview):**
  - **Subject? Outlet? Reporter? Audience? Positions of others on this topic?**
- **Define your objective**
  - **What do you want to accomplish?**
- **Identify & prioritize 2-4 “key messages”**
- **Develop your communication strategies:**
  - **“Sound bites,” analogies, anecdotal stories, specific stats, images, fact sheets**
- **Anticipate the toughest possible question(s)**
- **Develop & coordinate your answers for them**

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FACTS:

- **Average TV news story lasts 60-90 seconds**
  - **Usually includes remarks by a reporter and comments by one to two sources**
  - **Typical interview to collect the statement or two that gets into that story usually lasts much longer**
- **Print outlets usually cover stories in greater depth**
  - **However, they will also use multiple sources**
- **Time is critical to media outlets -- particularly television news outlets**
- **Reporters usually lack expertise in military topics unless they routinely cover the military**
  - **Have to produce stories very quickly & move to next one**

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Implications: to increase your influence on the story's content you should....

- **Repeat your key messages often**
- **Keep your answers concise but conversational**
- **Develop in advance a "catchy" analogy or an anecdotal story or illuminating statistic to help reporters and non-military audiences understand your key message on a complex military issue**
  - **Called "sound bites"**
- **Humanize your message -- think of a way to put a face on the issue**
- **Images drive news -- think of a prop or the proper interview setting to move your story to page one or to emphasize your message non-verbally**

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Interview skills

- **Themes**
  - **overarching reasons for the campaign**
- **Messages**
  - **your main points - build them in advance**
- **Hooking**
  - **message up front; you take the lead**
  - **don't wait for the "right" question**
- **Bridging**
  - **move beyond the question & "bridge" to your message**
- **Flagging**
  - **foot stompers - tell 'em what's important**
  - **voice inflection, hand gestures, body language**

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Seven secrets to success

- **Tell the truth**
- **Don’t speculate**
- **Stay in your lane**
- **Don’t say, “No comment”**
- **Be humble!**
  - **Don’t be afraid to say, “**

    back with you.”
- **Stay on big themes**
- **Prep as warranted**

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Surprise attack: the "ambush interview"

- **Stay poised -- you are a professional representative of the world's greatest nation**
- **Take control:**
  - **Introduce yourself & ask the reporters to do the same**
  - **What outlet(s) are they with?**
  - **What topic do they wish to talk about?**
  - **Define your ability to support their request:**
    - **Time constraints, your expertise/role in the issue**
  - **If appropriate, provide a brief interview opportunity and communicate a key theme or two**
  - **Encourage reporters to follow-up with PA for more information**
  - ****Remember your audience & host-nation sensitivities!**

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Summary

- Public information now a crucial dimension of warfare -- not just a distraction from it
- PA ops part of information operations
  - OCI, virtual force projection and DCI, counter propaganda -- are critical warfighting capabilities
  - PA ops must be truthful and coordinated/deconflicted with other Info Ops actions in IO cells
- PA ops must be properly planned -- to succeed PA must be informed and out in front
- PA--JA teamwork critical to success of both
  - Anticipate issues and develop strategies and plans
- Media (interview) skills can be important weapons

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Bottom line:

PA is a career field….

Public affairs is a military mission!!